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28 May 1968

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Operations School

SUBJECT : Course Report, Operations Support No. 5-68 (No 80)
29 April - 17 May 1968REFERENCE : Course Report, Operations Support No. 4-68
26 February - 15 March 1968Class Composition

1. Twenty-seven students were enrolled in and twenty-six completed Operations Support No. 5-68. One student was withdrawn the last week of the course because of illness.

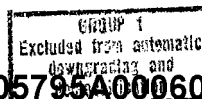
2. The grades ranged from GS-04 to GS-11; the ages ranged from 21 to 44; EOD dates ranged from September 1947 to April 1968. Twenty-four students had D designations and represented all geographic divisions, except SB. The average age of this group was 27 years with an average length of service of 15 months. Three students had S designations (Finance - 1, Logistics - 2). Their average age was 41 years; average length of service - 13 years, 9 months. The latter three individuals were also preparing for overseas assignments.

3. Student time lost due to overseas processing details was considerably less than in previous courses, although one student was required to miss no less than three days of the course to

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4. The current arrangement of having the Registrar's office confirm enrollment with the sponsoring offices the Friday before the course begins worked well this time, and all registered students arrived the morning the course began.

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Course Content

5. The course was conducted according to the attached schedule (Attachment 1).

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6. Live Problem: The class responded with the usual enthusiasm to the [redacted] exercises. There were six teams. Messrs. [redacted] met with the teams and participated in the critiques.

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This schedule provided time for an individual instructor/team critique in addition to the classroom sessions. Time for individual critiques was included as a result of a student suggestion. However, reaction as to its value on the part of participants in this course was mixed. It is possible that a general tradecraft summary before the written tradecraft review might prove a more profitable use of time. This will be looked into before the next session.

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7. Technical Support of Operations: [redacted], TSD Training Branch, gave this presentation. The slides he used previously were not available as they were being shown elsewhere. However, [redacted] presented his material so effectively that the coverage was as good, if not better, than before.

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8. Overseas Assignments - Views of Recent Returnees: The panel of three consisted of one individual who had had tours in [redacted] a roving secretary who had served in [redacted] and a CT who returned from [redacted] in March. The class and the panel participants found the period mutually rewarding.

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Instructor Comments

9. Student critiques were generally favorable. However, eight students in this class of twenty-six had recently completed the Administrative Procedures Course and felt that there was some repetition in the coverage of Cable Writing, Dispatch Procedures, and Clandestine Services Records, although in the one course (Administrative Procedures) treatment is from the Headquarters perspective and in the other it is strictly Field-oriented. If the purpose of transferring the Administrative Procedures Course

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(viz., to develop the capability of presenting that course more often to ensure that all Agency personnel who need the training will automatically get it as part of the EOD program) is realized, then coverage can easily be modified to minimize duplication. To date, the majority of students in the Operations Support Course has not had the benefit of substantive instruction in these subjects. Operations Support Courses for the past year, including this one, have averaged twenty-two students per class with only 4.5 students having attended the Administrative Procedures Course.

10. During the current break between courses, we plan to explore the possibility of a presentation by RI area analysts. The analysts process field material and work closely with the area desks. If we can identify analysts who (1) would welcome the opportunity to pass on the fruits of their experience to those going to the field and (2) can project in a classroom situation, it might prove an extremely useful exercise.

11. For a considerable period of time, we have been looking for an up-to-date "text" to use throughout the course as a common point of reference and discussion for instructors and students alike. Allen Dulles' Great True Spy Stories represents the best compendium published to date. If approved, copies will be ordered for class use. Instructors may find the book useful in relating their material to case histories with which the students will be familiar. Moreover, reasonably sober accounts of intelligence cases could help create a sort of framework for the series of tradecraft lectures which these generally inexperienced students cannot be expected to have.

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12. In view of [redacted] designation as Tradecraft Advisor vice [redacted], who will be returning to the Clandestine Services, it was planned to have [redacted] handle the majority of the tradecraft lectures in addition to collaborating with [redacted] on the live problem. [redacted] unexpected TDY precluded his participation in this course to the extent originally intended. However, barring crash situations, [redacted] will be available to assume the Tradecraft Advisor role in future Operations Support courses. Accordingly, the long-range schedule has been coordinated

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with the [REDACTED] Courses, for which [REDACTED] is Chief Instructor, to ensure the practical functioning of this plan.

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13. Operations Support No. 1-69 is scheduled to begin on 30 September. The course will be given five times during FY 69-70. Although five offerings per year normally meet the needs of the Clandestine Services, we explored the possibility of an extra running from 8 to 26 July to accommodate personnel who would be departing for overseas during the intervening nineteen weeks. The dates, 8 to 26 July, were chosen as [REDACTED] would have completed his [REDACTED] Course and the period dovetailed ideally with the Support School's Finance and Logistics Course which Operations Support students going to small stations must have. However, Headquarters Training support of exercises at [REDACTED] during the same period will require the presence of [REDACTED] and three other instructors needed in the tradecraft/live problem portion of the Operations Support Course. Unfortunately, this priority requirement negates any further action in planning an Operations Support Course before 30 September, i.e., the date originally scheduled.

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[REDACTED]
Chief Instructor

- Attachments: 1. Course Schedule (w/orig. only)
2. Course Roster

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HT/OS/TR: [REDACTED]:md

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